Enabling an Information Society in Jordan

Ministry of Post and Communications
The Hashemite Kingdom of Jordan

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Scope of this Plan of Action

The Plan of Action contained in this report has been prepared in consultation with stakeholders from different sectors of Jordan's society and economy. The time frame of this plan covers the period leading to 2004, the year of expiration of the last monopoly license in Jordan.

The objective of the Plan of Action is to present a comprehensive strategic plan addressing topics that need modernization in the information and communications technology fields. It includes a combination of tasks as follows:

- Tasks currently underway
- Tasks requiring immediate attention
- Tasks that prepare for the future

Executive Summary

The Hashemite Kingdom of Jordan is standing at the threshold of a major leap into the realm of a networked world, having identified development in communications and information technology as the crucial building blocks to creating a dynamic national economy.

This proposal outlines the Ministry of Post and Communications' role in achieving the vision of a Jordan benefiting from the new e-Economy. Identifying its role within the defined vision for Jordan, the Ministry then takes a deep look into its current situation, and not only recommends key objectives, strategies, and targets, but also presents an action plan with anticipated results. The Ministry's Plan of Action also highlights assumptions that highlight the critical elements for success.

Critical to Jordan moving ahead in its drive to attract foreign direct investment to build information-communications technologies and, to create the right environment for such initiatives to grow and thrive is the correct methodology to achieve these ambitious objectives. This Plan of Action recommends a plan for re-engineering an institutional body to work will all stakeholders involved with one goal, success, in mind. The re-defining of the Ministry of Post and Communications therefore becomes the boldest inclusion of this proposal.

Window of Opportunity for Jordan
Fast-paced emergence of technologies
Willingness of foreign firms to invest in
Region is modernising investment climate

Following the lead already started in countries investing heavily into the future of information technology and communications, this proposal recommends that the Government evolve the Ministry of Post and Communications into a Ministry catering to Jordan's current vision of a nation benefiting from a connected world. It is therefore recommended that the Ministry take on the identity and responsibility of a Ministry of Communications and Information Technology [MoICT].

The proposal then outlines the action plan, focusing on 3 key goals that serve as the principle drivers of the MoICT's strategic plan:

Goal 1:
Attracting ever greater private investment into the ICT industry in Jordan aimed at creating jobs and better incomes.

Goal 2:
Ensuring better services to the people and businesses of Jordan.

Goal 3:
Ensuring sustainable growth of Jordan ICT Inc.

Our Vision for Jordan

A Jordan that captures the benefits of a connected world through sustained international and regional investment in information and communications technologies (ICT), attracted by transparent, modern and sound policies, an independent regulator, open market, fair competition, and a proactive public-private partnership.

The Ideal Environment
Modern and flexible Telecom policies
An effective regulatory body
Telecommunication liberalisation
Private sector competition and open markets
An enabled e-Commerce environment
An electronic Government

Introduction

Converging the Vision

Information and communications technology [ICT] is recognized as being a significant driver for expanding national economic development and a major source of revenue for Jordan.

Indeed, the development of Jordan's ICT potential has become the battle cry of His Majesty King Abdullah II, the public sector and private sector alike. This industry is perceived as having the potential to serve as one of Jordan's most vital and viable value-added businesses, considering the country's lack of natural resources and an abundance of educated human resources.

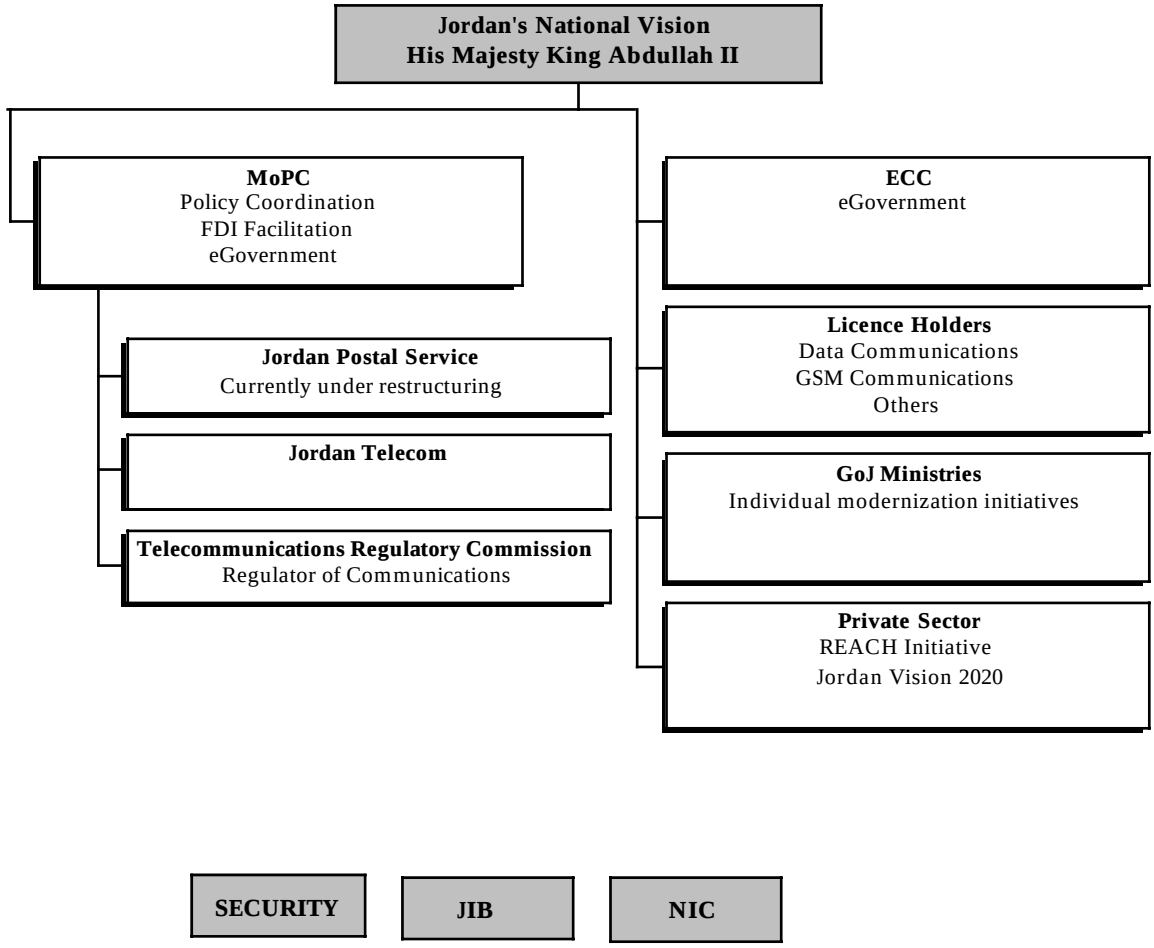
Numerous individual and collective initiatives are pushing Jordan forward into the mainstream of ICT. His Majesty King Abdullah has spearheaded this initiative, and his energy has ignited other initiatives that have begun a process of nation building. The private sector has voiced its commitment with REACH, a program dedicated to developing an information technology industry in Jordan. Jordan Vision 2020, an initiative of 28 leading business associations, also proposes action plans for the development of Jordan's infrastructure and IT industry. The Economic Consultative Council is tackling strategies for E-government and education. The Royal Court also organized the first Jordan IT Conference, an event that brought international stakeholders into the country to review investment opportunities. Several government departments are pursuing plans to modernize their services to the public.

On the macro level, Jordan has taken very decisive and quick steps to secure the signing of the WTO and the EU Agreements, and is diligently pursuing the Free Trade Agreement with the United States of America.

To increase the potential for success, a well planned, forward looking, and integrated programme involving the public and private sectors must be developed and sustained. To achieve this programme, governance is required to transform itself from the realm of the reaction and individual initiative, to that of proactive and collective planning. In developing an agenda for this programme, the priority is to identify these stakeholders and what each can contribute to the development of ICT in Jordan, and to define their roles and responsibilites.

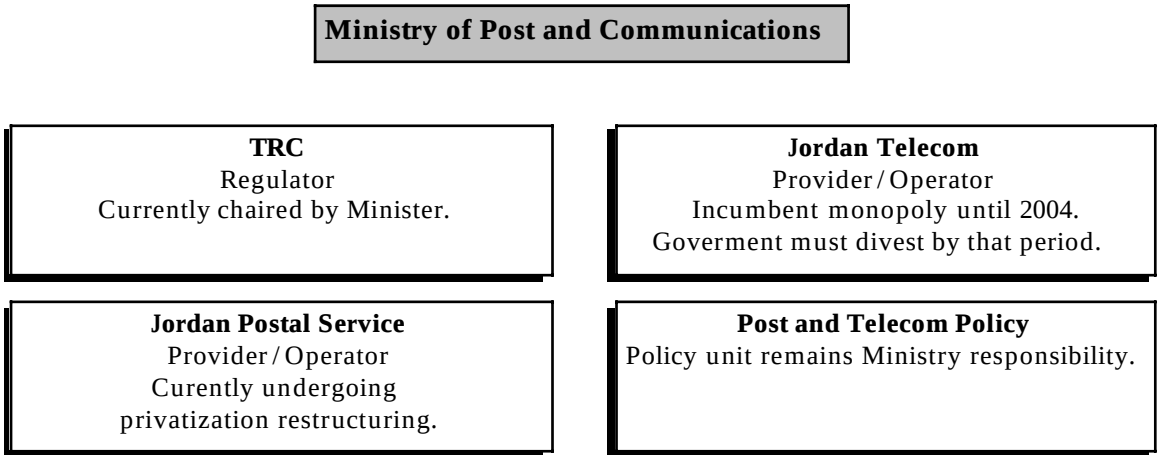
The requirements of a unified action plan point to the need for a common focal point of reference which aims at focusing the effort, structuring a common masterplan, creating the mechanisms of liaison between the different stakeholders, and overseeing the implementation of the different programmes. Timing and coordination of efforts is critical.

Key Stakeholders



Re-engineering A Government Entity

The Ministry's current functional situation stands as follows:



With tens if not hundreds of stakeholders needed to implement Jordan's ICT vision, a point of reference with the structure of a formal, dynamic body becomes essential.

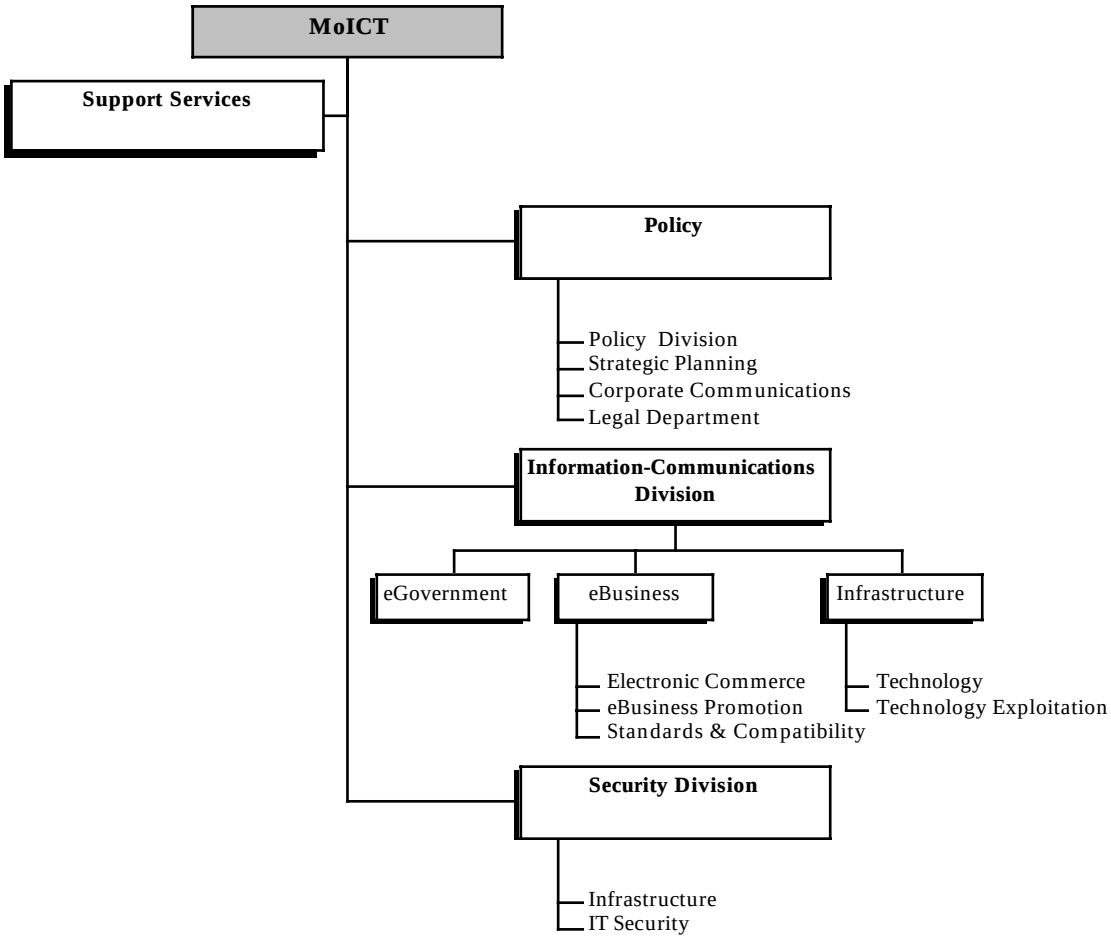
This action plan recommends to the Government of Jordan [GoJ] a re-engineering of its current Ministry of Post and Communications. By redefining its structure and objectives, the existing Ministry can undertake the shift from post and telecommunications to ICT. Its mission would be redirected in line with Jordan's vision of tomorrow.

Under the proposed scheme, MoPC would undergo a total review of its objectives to become the new **Ministry of Info-Comm Technology [MoICT]**. This logical transition follows the existing natural break-up of the current Ministry in the liberalization process; the restructuring of post, the liberalisation of the telecom sector, and the creation of an independent regulator to monitor a transparent and competitive sector. This is coupled with the need to develop for information age, including emerging E-government and E-commerce requirements.

In its new role, MoICT will undertake, but not be limited to, the responsibilities of:

- Setting sound policy for info-comm development,
- Lead Jordan's drive to be a regional info-comm centre and digital hub,
- Act as a catalyst to nurture a healthy and competitive market environment,
- Facilitate ICT investment in Jordan
- Plan an effective electronic government transformation.

Proposed Structure



Assumptions

Five assumptions are made with respect to the Ministry's role in the converging ICT vision:

Assumption 1:

MoICT shall focus on minimum interference, limiting the Ministry's role to being a facilitator, supporter, and coordinator in the process, while maximizing the role of the private sector in participation.

Assumption 2:

In all its aspects, **the strategy of the MoICT shall be a dynamic and continuous one** and shall be continually revisited. It shall at all times be driven by the need for economic development and reform as it integrates and converges with the national priorities dictated by political, social, and security policies and demands.

Assumption 3:

Our Ministry shall be empowered to create a model of good governance dedicated to serving our nation and the MoICT in particular on achieving the vision stated in this document as well as the strategies and tasks commissioned.

This model shall introduce private sector principles into governance, ensuring merit-based job appointments for a limited number of crucial positions, working at market based salaries are given in exchange of performance. The model of good governance shall design and adhere to transparent policies, regulations, and procedures.

Assumption 4:

Our Ministry shall work to promote a single national vision, representing the convergence of initiatives by the Royal Court, the Economic Consultative Council, the Private Sector, and the Public Sector. This vision has already identified, among others, the need to liberalise the national economy, make Jordan attractive to international investment, create a Jordan that is self-reliant, employs modern technology, rationalises investments, meets international standards of technology, and ensures universal access to the Internet as well as other info-comm technologies.

Assumption 5:

Our Ministry will need to work on Internet speed, driven by His Majesty's no-nonsense pro-business and urgent tone in the development of the industry.

This is best featured by HM King Abdullah II's quote "We have to concentrate on the year 2000, so that in 2001 Jordan is the place to be. And the government will provide all the support needed to put in place the right legislation and the infrastructure…The sky's the limit. One thing I hate is saying that this cannot be done. I think it can be done in Jordan."

Goals

Goal 1:

Attracting ever greater private investment into the ICT industry in Jordan aimed at creating jobs and better incomes.

Key Strategies:

- Create the right environment for private Info-Comm investment

Goal 2:

Ensuring better services to the people and businesses of Jordan.

Key Strategies:

- Restructure and privatise the postal sector
- Create a critical mass of IT / Telecom users
- Coordinate eGovernment strategy for Jordan.

Goal 3:

Ensuring sustainable growth of Jordan ICT Inc.

Key Strategies:

- Re-engineer Ministry of Post and Communications

Key Strategies

The Ministry's key strategies are then defined as follows:

1. Create the right environment for private info-com investment
2. Restructure and privatise the postal sector
3. Create a critical mass of IT/Telecom users
4. Co-ordinate e-Government strategy for Jordan
5. Re-engineer the Ministry of Post and Communications

Strategy 1: Create the Right Environment for Private Info-Comm Investment

Strategy Objectives:

1. Create a legal and transparent environment that promotes private sector investment in information and communications technologies and services.
2. Reinforce the independence of the sector's regulator.
3. Prepare Jordan for a new era of open competition in info-comm services.
4. Introduce advanced broadband telecommunications technology and infrastructure
5. Establish an infrastructure that facilitates the development and sustainable growth of e-services and e-Commerce in Jordan.

Target 1-A. Legal Reform - Telecom

Action Plan Milestone 1:
Complete a review of Telecom policy

Action Plan Milestone 2:
Complete a review of Telecommunications Law No. 13 of 1995

Draft legislative change for enactment.

Action Plan Milestone 3:
Complete a review and update of all telecommunications regulations and procedures governing the TRC.

Obtain Cabinet approval of the same.

Action Plan Milestone 4:
Enforce compliance with new laws, regulations, and procedures.

Action Plan Milestone 5:
Parliament approval of new legislation.

An independent TRC is enabled.
[Human resource development strategy including recruitment and training as key enabling factors]

Target 1-B. Legal Structure - E-Commerce

Action Plan Milestone 1:
Establish an informal advisory team on e-Commerce development (from the private and public sectors).

Action Plan Milestone 2:
Produce a report on the policy requirements for e-Commerce development in Jordan.
The report shall address the sectoral implications of introducing e-Commerce and outline the legal and regulatory requirements necessary to provide a clear, certain and secure environment for electronic business. The policy shall also address the development of sectoral skills, tax implications, performance indicators, and competition policy.

Action Plan Milestone 3:
Prepare the legal and regulatory framework to support secure and reliable e-Commerce activity in Jordan, and draft legislative document for enactment.

It is recommended that the framework shall provide for the following, among others:
- Certification of Third Parties
- Certification Authority Qualification and Recognition
- Digital Signature
- Patent protection
- Copyright
- Electronic Contracts
- Electronic Evidence and Dispute Resolution
- Liability in respect to sale of goods and services
- Defamation
- Unsolicited Commercial E-mail
- Encryption
- Hacking
- Consumer Protection
- Electronic Payment

Action Plan Milestone 4:
Obtain Cabinet approval of the legal document.

Action Plan Milestone 5:
Obtain Parliament approval of the e-Commerce Law.
Draft necessary regulations for Parliament's Ordinary Session approval.

Action Plan Milestone 6:
Commence enforcement of new legislation.

Action Plan Milestone 7:
Establish a Public Certification Authority to facilitate e-Commerce development.

Target 1-C. Attract "Portfolio" and "Direct" Investment in Telecommunications in Jordan

Action Plan Milestone 1:
Present IPO strategy for government's shares in JTC for Cabinet review and approval.
- Phase 1: Consider SPV option [Will require legislative amendment to enhance the legal personality of mutual funds].
- Phase 2: List JTC shares on the Amman Stock Exchange.

Action Plan Milestone 2:
Introduce the legal ammendments necessary for the achievement of IPO and SPV strategies if necessary.

Action Plan Milestone 3:
Review, evaluate, and reform info-comm industry investment incentives.
Incorporate REACH and JIB recommendations in implementation plan.

Action Plan Milestone 4:
Commence aggressive marketing of opportunities and promote incentives.

Target 1-D. Increase Competition in the Telecommunications Industry in Jordan

Action Plan Milestone 1:
Align Board of Directors of TRC and Jordan Telecommunications Corporation to Plan of Action.

Action Plan Milestone 2:
Prepare final strategy document as well as action plan for TRC.

Action Plan Milestone 3:
Initiate public auction process for licenses *[requires legal due diligence]*

Action Plan Milestone 4:
Prepare for end of duopoly in mobile telecommunications services.

Action Plan Milestone 5:
Prepare for end of monopoly in basic telecommunication services.

Target 1-E: Create a National Blueprint Strategy for Infrastructure

Action Plan Milestone 1:
Map out and inventory Jordan's existing info-comm infrastructure in relation to Jordan's vision as well as activity in the region.

Action Plan Milestone 2:
Work closely with Jordan Telecom and others as enablers of infrastructure technology.

Action Plan Milestone 3:
Liaise with INTAJ and JCS to evaluate infrastructure needs for IT industry in Jordan.

Action Plan Milestone 4:
Create an info-comm infrastructure master plan in partnership with technology innovators, stakeholders, and government that designs infrastructure requirements [Plug and Play Jordan Initiative].

Action Plan Milestone 5:
Implement [Plug and Play Jordan] strategy with stakeholders.

Target 1-F: Promote Technical Standards for Compatibility and Interoperability

Technical standards are critical for the long-term commercial growth of e-Commerce and e-Services over the Internet because they can allow products and services from different vendors to work together. They also encourage competition and reduce uncertainty in the global marketplace.

Action Plan Milestone 1:
Establish a Standards Committee within MoICT to ensure awareness of and compliance to Industry approved technical standards

Action Plan Milestone 2:

Review currently used technical standards in building telecommunication infrastructure and digital services.

Action Plan Milestone 3:
Prepare technical standards recommendations and guidelines for new telecommunication licenses and e-services. Standards will be needed to assure reliability, interoperability, ease of use and scalability in areas such as:

- electronic payments;
- security (confidentiality, authentication, data integrity, and access control.);
- security services infrastructure (e.g., public key certificate authorities);
- electronic copyright management systems;
- video and data-conferencing;
- high-speed network technologies; and
- digital object and data interchange.

Target 1-G: Mobilize Infrastructure for Competitive Technology Parks

Action Plan Milestone 1:
Evaluate ICT requirements for effective tech parks including availability of high speed uplinks and downlinks at low prices.

Action Plan Milestone 2:
Lobby in partnership with Technology Park stakeholders for enabling environment by JTC.

Strategy 2: Restructure and Privatise the Postal Sector

Strategy Objectives:

- Improve the overall efficiency of the postal services in the Kingdom.
- Promote private sector participation.
- Reduce the sector's dependence on the government's budget.
- Introduce dynamic services within the postal mechanism.

Target 2-A: Create a postal public shareholding company

Action Plan Milestone 1:
Obtain approval of policy statement by Cabinet – done.

Action Plan Milestone 2:
Select consultancy services firm and review potential of sector especially in relation to dynamic, value added services.

Action Plan Milestone 3:
Prepare and implement financial procedures, legal framework, and operational tenders document with consultancy services firm.

Action Plan Milestone 4:
Approval of new postal law.

Action Plan Milestone 5:
Establish policy unit for post, a regulatory entity, and create postal public shareholding company.

Action Plan Milestone 6:
Select management contractor and sign contract agreement.

Strategy 3: Create Critical Mass of IT/Telecom Users

Strategy Objectives:

- Introduce incentives to encourage the private sector to take charge in connecting Jordanians to the world.
- Develop policy that maintains the highest quality standards in services for the Jordanian public.

Target 3-A. Activate Private Sector Participation

Action Plan Milestone 1:
Review JTC action plan and evaluate potential role in creating networked society and introducing new products.

Action Plan Milestone 2:
Monitor the development of the JTC action plan as best defined through their vision.
[JTC Vision: To provide, everywhere in the Kingdom, residential and business customers with the appropriate technologies of communication at affordable prices, in order to anticipate and satisfy their specific needs, at a world class service level.]

Action Plan Milestone 3:
Develop action plan with existing ISPs and relevant stakeholders on creating a critical mass of IT users in Jordan.

Action Plan Milestone 4:
Licence ISPs with clear focus on increasing critical mass of IT users.

Action Plan Milestone 5:
Engage a forum of licence holders to work for national ICT vision.

Action Plan Milestone 6:
Encourage fair provision of tiered pricing packages and other schemes that improve the affordability for subscribers.

Action Plan Milestone 7:
Facilitate consumer awareness encouraging standards of service and support from information and communications providers
[Standards and Specifications to be set by the TRC]

Action Plan Milestone 8:
Engage the private sector and MoICT standards committee in a serious effort to address Arabic language and interface standards needed to ease the general public use of digital services and information.

Action Plan Milestone 9:
Encourage tele-centres and community information centres run by private sector.

Strategy 4: Coordinate e-Government Strategy for Jordan

Strategy Objectives:

- Introduce a government that leads by example through the implementation of e-Government
- Coordinate with ECC in implementing a unified e-Government strategy.
- Manage e-Government process in Jordan

Target 4-A. Spearhead Implementation of E-Government in Jordan

Action Plan Milestone 1:
Participate in Jordanian e-Government initiative led by ECC Task Force.

Action Plan Milestone 2:
Create an informal autonomous e-Government Advisory Team to assist in overseeing implementation strategy and progress.

Action Plan Milestone 3:
Adopt initial ECC "Framework Strategy Development of e-Government" into Ministry working to ensure "early winners" in e-Government.

Action Plan Milestone 4:
Adopt ECC endorsed "Comprehensive Strategy" including implementation plan as long term e-Government strategy.

Action Plan Milestone 5:
Develop a concept and implementation plan for an e-Government training facility at MoPC headquarters.

Strategy 5: Re-Engineer Ministry of Post and Communications

Strategy Objectives:

- Create a mechanism that widens Jordan's opportunities at realizing vision and allows for fast tracking certain elements of the process.
- Create a model that serves as a blueprint for "good governance"
- Redefine the "public servant" at MoICT.

Target 5-A. Incorporate Information and Communications Technologies into Ministry Portfolio

Action Plan Milestone 1:
Define new objectives for the Ministry of Post and Communications.

Action Plan Milestone 2:
Draft blueprint [including organizational structure] for re-engineered Ministry incorporating new national priorities in information and communications.
[Guiding principles to be open, flexible, and adaptive structure reducing bureaucracy, and encouraging creativity]

Action Plan Milestone 3:
Prepare the legal framework for the transformation of the current Ministry of Post and Communications to become the Ministry of Information and Communications Technology.

Action Plan Milestone 4:
Present blueprint for re-engineered Ministry to the Council of Ministers for Cabinet approval.

Target 5-B: Enable Development within the Ministry

Action Plan Milestone 1:
Create the action plan for the transformation of the entire Ministry of Communications and Information Technology into a model for good governance.

Action Plan Milestone 2:
Draft blueprint for turning Ministry into a model for good governance.

Action Plan Milestone 3:
Prepare and implement a comprehensive training strategy aimed at redefining the "public servant" at the MoPC.

Action Plan Milestone 4:
Incorporate Jordan into several international benchmarking tools to evaluate performance.

Initial Methodology

Phase One: Project Planning [2 months]

Problem Statement: The Ministry of Post and Communications currently does not have the capacity at present to implement the objectives needed to realize Jordan's vision.

It therefore calls for the creation of a task force whose objectives will be to create a project planning mechanism for bringing forth the Ministry's vision into the mainstream.

Resources:
Minister, ministry staff, and external consultants.

Team:
1. Ministry Staff
    a) Ownership
    b) Transfer of skills
    c) Insight about Miistry
    d) Knowledge of cultural issues

2. External Consultants
    a) Process
    b) Best practices
    c) Experience and achievements
    d) Global perspective

3. Minister
    a) Ministry vision
    b) Process enforcement
    c) Spokesperson for vision

Deliverables:
- Timeline for development of action plan

Phase Two: Implementation [2 – 24 months]

Resources:
Stakeholders, External Advisors, Ministry Implementation Teams, Team Leaders, Jordanian expertise.

Team:
1. Stakeholders
    a) Partners in process
    b) Specific action plan design and review

2. External Advisors [10 – 30]
    a) Expertise in specific areas [ie. privatize 8% of JTC]

3. Ministry Implementation Teams

4. Team Leaders

5. Jordanian Expertise
    a) Contracted expertise in legal counsel, stock market, etc.

Deliverables:
Completed tasks
Continuous review of Plan of Action

Annex

Strategy 1: Create the Right Environment for Private Info-Comm Investment

		Stakeholders /Resources	Financial	Time of Completion
	Target 1-A. Legal Reform - Telecom			
1	*Milestone 1:* Complete a review of Telecom policy			
2	*Milestone 2:* Complete a review of Telecommunications Law No. 13 of 1995 Draft legislative change for enactment			
3	*Milestone 3:* Complete a review and update of all telecommunications regulations and procedures governing the TRC. Obtain Cabinet review of the same.			
4	*Milestone 4:* Enforce compliance with new laws, regulations, and procedures.			
5	*Milestone 5:* Parliament approval of new legislation. An independent TRC is enabled			

		Stakeholders /Resources	Financial	Time of Completion
	Target 1-B. Legal Structure - E-Commerce			
6	*Milestone 1:* Establish an informal advisory team on e-Commerce development (from the private and public sectors).			
7	*Milestone 2:* Produce a report on the policy requirements for e-Commerce development in Jordan.			
8	*Milestone 3:* Prepare the legal and regulatory framework to support secure and reliable e-Commerce activity in Jordan, and draft legislative document for enactment.			
9	*Milestone 4:* Obtain Cabinet approval of the legal document.			
10	*Milestone 5:* Obtain Parliament approval of the e-Commerce Law. Draft necessary regulations for Parliament's Ordinary Session approval.			

11	*Milestone 6:* Commence enforcement of new legislation.			
12	*Milestone 7*: Establish a Public Certification Authority to facilitate e-Commerce development.			

		Stakeholders /Resources	**Financial**	**Time of Completion**
	Target 1-C. Attract "Portfolio" and "Direct" Investment in Telecommunications in Jordan			
13	*Milestone 1:* Present IPO strategy for government's shares in JTC for Cabinet review and approval. *Phase 1: Consider SPV option [Will require legislative amendment to enhance the legal personality of mutual funds].* *Phase 2: List JTC shares on the Amman Stock Exchange.*			
14	*Milestone 2:* Introduce the legal ammendments necessary for the achievement of IPO and SPV strategies if necessary.			
15	*Milestone 3:* Review, evaluate, and reform info-comm industry investment incentives. *Incorporate REACH and JIB recommendations in implementation plan.*			
16	*Milestone 4:* Commence aggressive marketing of opportunities and promote incentives.			

		Stakeholders /Resources	**Financial**	**Time of Completion**
	Target 1-D. Increase Competition in the Telecommunications			
17	*Milestone 1:* Align Board of Directors of TRC and Jordan Telecommunications Corporation to Plan of Action.			
18	*Milestone 2:* Prepare final strategy document as well as action plan for TRC.			
19	*Milestone 3:* Initiate public auction process for licenses *[requires legal due diligence]*			

20	*Milestone 4:* Prepare for end of duopoly in mobile telecommunications services.			
21	*Milestone 5:* Prepare for end of monopoly in basic telecommunication services.			

		Stakeholders /Resources	**Financial**	**Time of Completion**
	Target 1-E: Create a National Blueprint Strategy for Infrastructure			
22	*Milestone 1:* Map out and inventory Jordan's existing info-comm infrastructure in relation to Jordan's vision as well as activity in the region.			
23	*Milestone 2:* Work closely with Jordan Telecom and others as enablers of infrastructure technology.			
24	*Milestone 3:* Liaise with INTAJ and JCS to evaluate infrastructure needs for IT industry in Jordan.			
25	*Milestone 4:* Create an info-comm infrastructure master plan in partnership with technology innovators, stakeholders, and government that designs infrastructure requirements [Plug and Play Jordan Initiative].			
26	*Milestone 5*: Implement [Plug and Play Jordan] strategy with stakeholders.			

		Stakeholders /Resources	**Financial**	**Time of Completion**
	Target 1-F: Promote Technical Standards for Compatibility and Interoperability			
27	*Milestone 1:* Establish a Standards Committee within MoICT to ensure awareness of and compliance to Industry approved technical standards			
28	*Milestone 2:* Review currently used technical standards in building telecommunication infrastructure and digital services.			
29	*Milestone 3:* Prepare technical standards recommendations and guidelines for new telecommunication licenses and e-services.			

		Stakeholders /Resources	Financial	Time of Completion
	Target 1-G: Mobilize Infrastructure for Competitive Technology Parks			
30	*Milestone 1:* Evaluate ICT requirements for effective tech parks including availability of high speed uplinks and downlinks at low prices.			
31	*Milestone 2:* Lobby in partnership with Technology Park stakeholders for enabling environment by JTC.			

Strategy 2: Restructure and Privatise the Postal Sector

		Stakeholders /Resources	Financial	Time of Completion
	Target 2-A: Create a postal public shareholding company			
32	*Milestone 1:* Obtain approval of policy statement by Cabinet – done.			
33	*Milestone 2:* Select consultancy services firm and review potential of sector especially in relation to dynamic, value added services.			
34	*Milestone 3:* Prepare and implement financial procedures, legal framework, and operational tenders document with consultancy services firm.			
35	*Milestone 4:* Approval of new postal law.			
36	*Milestone 5:* Establish policy unit for post, a regulatory entity, and create postal public shareholding company.			
37	*Milestone 6:* Select management contractor and sign contract agreement.			

Strategy 3: Create Critical Mass of IT/Telecom Users

		Stakeholders /Resources	Financial	Time of Completion
	Target 3-A. Activate Private Sector Participation			
38	*Milestone 1:* Review JTC action plan and evaluate potential role in creating networked society and introducing new products.			
39	*Milestone 2:* Monitor the development of the JTC action plan.			
40	*Milestone 3:* Develop action plan with existing ISPs and relevant stakeholders on creating a critical mass of IT users in Jordan.			
41	*Milestone 4*: Licence ISPs with clear focus on increasing critical mass of IT users.			
42	*Milestone 5:* Engage a forum of licence holders to work for national ICT vision.			
43	*Milestone 6:* Encourage fair provision of tiered pricing packages and other schemes that improve the affordability for subscribers.			
44	*Milestone 7:* Facilitate consumer awareness encouraging standards of service and support from information and communications providers *[Standards and Specifications to be set by the TRC]*			
45	*Milestone 8:* Engage the private sector and MoICT standards committee in a serious effort to address Arabic language and interface standards needed to ease the general public use of digital services and information.			
46	*Milestone 9:* Encourage tele-centres and community information centres run by private sector.			

Strategy 4: Coordinate e-Government Strategy for Jordan

		Stakeholders /Resources	Financial	Time of Completion
	Target 4-A. Spearhead Implementation of E-Government in Jordan			
47	*Milestone 1:* Participate in Jordanian e-Government initiative led by ECC Task Force.			
48	*Milestone 2:* Create an informal autonomous e-Government Advisory Team to assist in overseeing implementation strategy and progress.			
49	*Milestone 3:* Adopt initial ECC "Framework Strategy Development of e-Government" into Ministry working to ensure "early winners" in e-Government.			
50	*Milestone 4:* Adopt ECC endorsed "Comprehensive Strategy" including implementation plan as long term e-Government strategy.			
51	*Milestone 5:* Develop a concept and implementation plan for an e-Government training facility at MoPC headquarters.			

Strategy 5: Re-Engineer Ministry of Post and Telecommunications

		Stakeholders /Resources	Financial	Time of Completion
	Target 5-A. Incorporate Information and Communications Technologies into Ministry Portfolio			
52	*Milestone 1:* Define new objectives for the Ministry of Post and Telecommunications.			
53	*Milestone 2:* Draft blueprint [including organizational structure] for re-engineered Ministry incorporating new national priorities in information and communications. [Guiding principles to be open, flexible, and adaptive structure reducing bureaucracy, and encouraging creativity]			
54	*Milestone 3:* Prepare the legal framework for the transformation of the current Ministry of Post and Telecommunications to become the Ministry of Information and Communications Technology.			
55	*Milestone 4:* Present blueprint for re-engineered Ministry to the Council of Ministers for Cabinet approval.			

		Stakeholders /Resources	Financial	Time of Completion
	Target 5-B: Enable Development within the Ministry			
56	*Milestone 1:* Create the action plan for the transformation of the entire Ministry of Communications and Information Technology into a model for good governance.			
57	*Milestone 2:* Draft blueprint for turning Ministry into a model for good governance.			
58	*Milestone 3:* Prepare and implement a comprehensive training strategy aimed at redefining the “public servant” at the MoPC.			
59	*Milestone 4:* Incorporate Jordan into several international benchmarking tools to evaluate performance.			